

CUSTOMER AND MARKET FOCUS

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The Fort Detrick workforce prides itself on customer service efforts. Our sole reason for existence is to support the military community and facilitate the completion of their mission. To this end, we continue to minimize customers' time away from mission and family by instituting the "One-Stop Shop." This nearly completed, multi-million dollar renovation project will house the majority of in- and out-processing functions under one roof. Several other projects are currently underway as a direct result of customer feedback (Figure 3.3). These new facilities form a hub around the newly renovated Community Support Center, and will make it convenient for active duty, retirees, and family members.

3.1a(1) Fort Detrick's initial customer base was mandated by national leadership and higher headquarters through orders, regulations, policy letters and directives. Over the past 3 years, Fort Detrick, through its unique mission and standing within the military community, has been expanding its customer base. Additions include a number of DOD and non-DOD entities in support of the NIBC and Homeland Security initiatives. As a result, the USAG has established on-going committees and sub-committees to address current and future needs of the NIBC.

Our approaches to listening and learning vary with different customer groups. Tenant requirements are received through forums such as inter-service support agreement (ISA) negotiation, DIS planning charrettes and SP meetings. We employ different tools for listening to our various stakeholders. Some provide a certain degree of anonymity (i.e., phone hotlines, customer surveys and comment cards). Open forums (see Figure 3.3) provide a climate for face-to-face communication. Workforce input is also heard during Corporate Board meetings.

Directorates are empowered to solicit new customers and markets and our leaders then evaluate and determine the USAG's ability to meet new requirements. The DCTEE consolidated civilian and military training and Army Continuing Education programs. All available services are marketed to DOD and non-DOD customers as well as to local government and colleges. Another example is DOIM's reputation for high quality products and customer service. In addition to the USAG, the DOIM now supports the Office of the Surgeon General, the US Army Medical Information Technology Center, the US Army Research Institute of Environmental Medicine, Naval Medical Logistics Command, and the Air Force Medical Evaluation Support Activity.

3.1a(2) Feedback and data from various listening and learning mechanisms are used to establish new objectives and reset goals during the annual SP cycle (see Figure 2.1). To ensure we recognize the varied

needs of our customers (Figure 3.3), we meet with each tenant during our yearly ISA reviews. We also encourage customer attendance at various planning meetings (Figure 3.3) as well as during our SP process to ensure the services we offer are integral to their needs. Surveys determine customer-valued products and services. During planning cycles, we determine key product and service features and their relative importance/value to customers. Examples are shown in Figure 3.3. We utilize this data to identify key processes and ask customers to rank their importance. The results from our latest survey are listed in Category 7.1.

The Triennial Needs Assessment survey established by DA addresses the entire Morale, Welfare and Recreation (MWR) Program; results of the survey are a primary driver for ratings in the MWR Mission Box Standards for ISR-Services (Figure 6.1.3). Fort Detrick uses these results to assess the Quality of Life needs of our primary customer groups (Figure 3.2). The analysis is utilized to make process improvements and reset goals to best serve current and future customers. Past results led to various facility improvements and/or expansions [i.e., ongoing upgrade of Nallin Farm Pond Recreation Area, construction of indoor pool, expansion of both Child and Youth Services (CYS) facilities, construction of a paintball facility, etc.].

3.1a(3) To facilitate responsive customer service, we established a dedicated Customer Service Representative (CSR) for the USAG and DCS, and additional duty CSR positions in other directorates/offices. The USAG CSR responsibilities include being an advocate for subordinate CSR efforts, coordinating and integrating customer communications and listening channels, developing and providing customer service training, retaining customers, tracking customer complaint and satisfaction measurements. CSRs have regular outreach meetings with managers of large customer groups to assess and analyze service levels and feedback.

Managers and CSRs review programs and customer-related information at least monthly or as customer input requires. Customer comments are reviewed and listening approaches are evaluated in CSR meetings and at Directorate meetings. We continually look at ways to consolidate and facilitate the analysis of data received from customers. In analyzing this data, we look for trends and opportunities for improvement. Our business strategies and objectives are continuously adjusted in response to our customers' changing needs.

The DOIM, is currently using a different but effective model of Customer Account Managers (CAM). A customer can identify new requirements, change their requirements, resolve an issue, or modify services by calling one person, not a series of offices, to

get a response.

3.2 Fort Detrick recognizes that soliciting and receiving customer satisfaction feedback is only useful

if it is utilized to initiate action (Figure 3.1). Our one-stop process exemplifies how we use customer feedback to develop or redefine our operations.

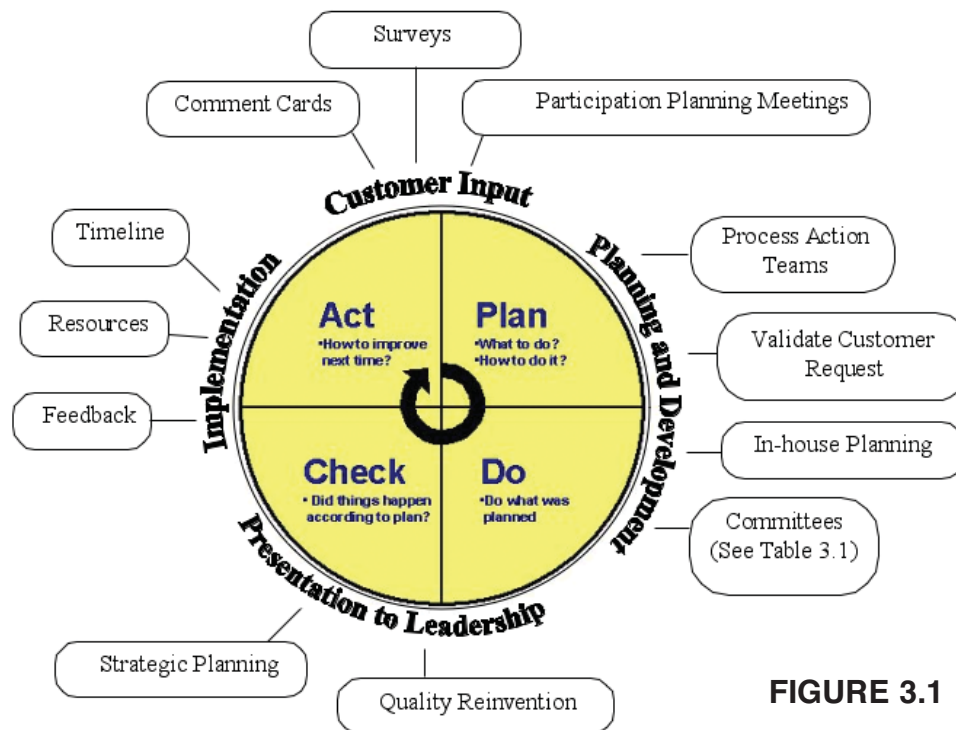


FIGURE 3.1

3.2a(1) USAG employees work here not as a means to a paycheck but as a means of supporting their country and the military. We understand that part of our mission is to make the military service member and his/her family a part of our extended family. In short, it is our goal to make Fort Detrick their “Hometown,” even if only for a brief stay. The “Hometown” atmosphere is so ingrained in our culture that the Commander has begun to use the term “Mayor” when describing his role in the process and “City Council” when describing the BOD.

We pride ourselves on easily accessible processes that enable customers to help improve our products and services to ensure their requirements are met or exceeded. To attain this lofty goal, we strive to ensure that customer service is internalized in everything we do. We use numerous methods to keep customers informed and allow them opportunities to seek assistance, provide feedback, offer suggestions for improvements or voice dissatisfaction (Figure 3.1). Comments registered through the various processes [comment cards, surveys (as shown in Figure 7.1)], as well as face-to-face briefings, orientations, etc., contribute invaluable information for process improvement or service expansion. Our organization embodies a culture in which everything starts and ends with the customer. Customer satisfaction comes from treating the customer the way we would expect to be treated if the roles were reversed.

3.2a(2) We validate, modify, evaluate and improve our customer contact requirements through the analysis of

feedback obtained through listening and learning forums (Figure 3.3). To deploy customer contact requirements to employees, we established related short- and long-range objectives in our Strategic Plan.

Our Installation Guide is a customer service handbook indexed by service area with contact names and phone numbers and is cross-referenced numerous ways. In addition, a comprehensive Internet Home Page is available, complete with linkages to all service providers, and a LAN with e-mail/bulletin boards (BB), training and command information, meeting minutes, planning schedules, a Total Army Quality BB and links to MEDCOM BB's. The site also provides extensive information to customers on the USAG's mission, vision, and values, as well as information and links to tenant/customer units.

3.2a(3) Leadership empowers employees with responsibility, training, and the full confidence of the USAG to meet and exceed customers' expectations. The Commander met with all supervisors and briefed them on the importance of taking timely action in regards to hazards/risks on the Installation. He empowered the workforce to call a “cease action” to all unsafe practices they observe and to immediately contact the Safety Office or the Commander's Office.

Customer dissatisfaction often stems from a lack of knowledge or understanding. Educating both the customer and our workforce resolves many issues related to customer satisfaction. We initiated an in-house train-the-trainer

process to proliferate ongoing training for our entire workforce.

When voicing dissatisfaction, the majority of complainants utilize the customer comment card program that is managed by our CSR. All comment cards or web-based comment cards are forwarded to the USAG

Commander's office (Figure 3.2), for review by the Commander. Reports are generated which summarize overall activity, trends and corrective actions taken. Trends directly related to stakeholders are reviewed with the appropriate partners and changes to processes are negotiated.

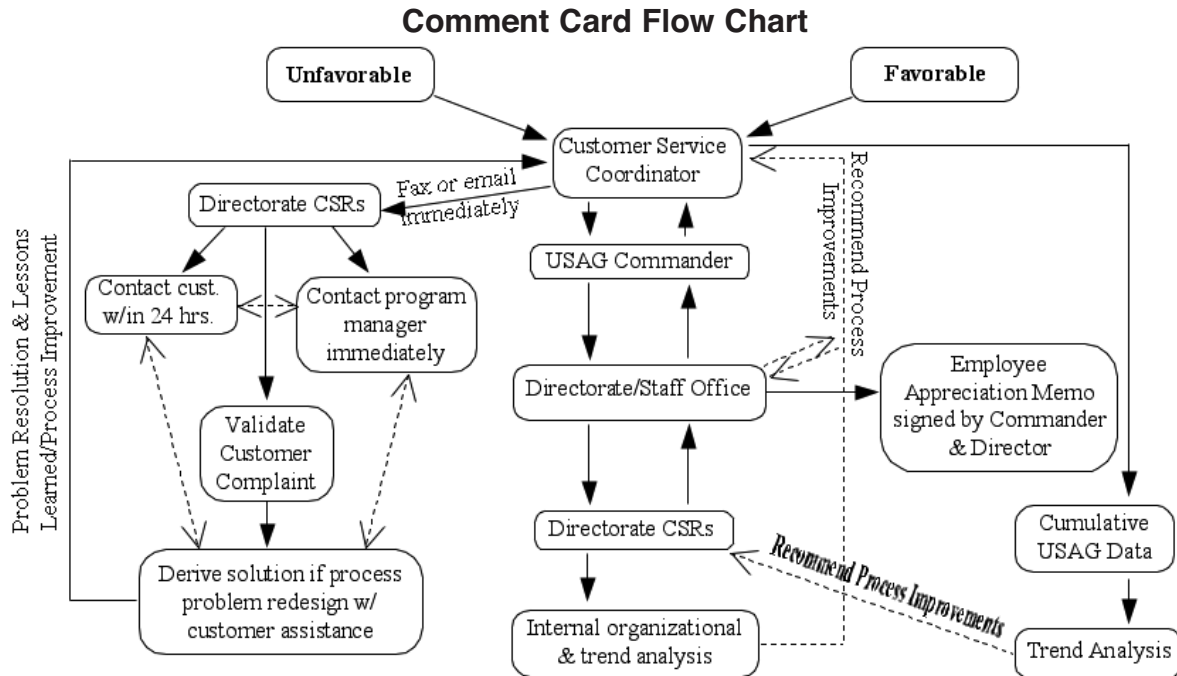


FIGURE 3.2

3.2a(4) Relationship building begins on the front lines. Customer satisfaction is the most important driver, since satisfied customers return and recommend our products, services and facilities to other potential customers. We look to our front-line employees as a means to build and improve relationships with each and every customer.

We have innumerable examples of partnerships with outside entities to provide additional services requested by our customers but not currently available on the Installation. The DCS has agreements with City Parks and Recreation Department, The Great Frederick Fairgrounds, 4H, and Boys and Girls Clubs. These relationships are reciprocal and allow for further efficiencies.

3.2b(1) We utilize the listening/learning channels in Figure 3.3 and organization CSRs as our principal follow-up mechanisms with customers. Customer surveys are conducted monthly, quarterly, annually and triennially, depending on the needs of leadership and process owners. Follow-up with customers occurs at various forums (Figure 3.3). Functional offices analyze survey results and satisfaction information to determine strengths and weaknesses of services and to design new approaches.

3.2b(2) "One-Stop Shop" customer service reflects Fort Detrick's goal for customer focus; it is our attempt to meet customer demands and needs, to generate

satisfaction, and to instill loyalty. But the organization can only be successful if this approach is truly responsive to the customer. To ensure this responsiveness, USAG activities and programs adhere to the following learning cycle:

- We use a variety of listening and learning strategies (Figure 3.3) to continually obtain customer feedback about performance, expectations, and preferences.
- We improve processes and/or operations based on the feedback and trend analysis (see Figure 6.1.2).
- We encourage customers to be involved in improving services and/or developing new programs and services that better meet their needs.

To complement process level satisfaction, we also collect data on a macro level from our customer groups (Figure 3.3). Customer satisfaction results are illustrated in Section 7.1. The top 2 staff performance attributes identified are Professionalism and Knowledge (see Figure O-2). Satisfaction scores are tabulated and information, comments and responses are acted upon immediately. We had low scores and negative comments on the Commissary and Post Exchange. As a result, we began providing newspaper articles and the Commander conducted presentations at Town Hall meetings about our expansion plans to ensure the community was kept informed. These issues should be resolved as the new facilities are opened.

3.2b(3) We compare our MWR programs with an Army baseline and customer satisfaction scores relative to that of Army competitors. We also ask for strengths and weaknesses from customers as part of our SP updates. The DOIM tracks key indicators and benchmarks their progress relative to similar private-sector service providers (see Figures 7.2.8 and 7.2.9).

Through the Corporate Board Process, PAT's, and DIS Planning Charrettes, our customers provide us with direct feedback and actively participate in improving our processes. Our BOD and Corporate Board use the Process Improvement Model in Figure 6.1.2, which illustrates product improvement and service design based on customer input.

FIGURE 3.3

CUSTOMER INFORMATION LISTENING AND LEARNING CHANNELS	STRATEGIC GOALS	FREQUENCY	SERVICE MEMBERS	RETIREEES	FAMILY MEMBERS	CIVILIAN EMPLOYEES	DOD TENANT COMMANDS	CONTRACTORS	LOCAL COMMUNITY	FUTURE CUSTOMERS	DEPLOYABLE UNITS & RESERVE UNITS	HIGHER HQS
AAFES Council Meetings	1,3	Q	X	X	X		X			X	X	X
AFAP	1-5	A	X	X	X	X	X	X			X	X
Board of Directors Meeting	1-5	W	X			X						
BOSS Council & Programs	1,3	B	X				X				X	X
City Planning Meetings	1-5	O	X			X			X			
Commanders Meeting	1-5	Q	X	X	X	X	X	X		X	X	
Customer Climate Survey	1,3,4	A	X	X		X	X	X				
Customer Surveys & Yellow Comment Cards	1-5	O	X	X	X	X	X	X	X	X	X	X
CYS Teen Council	3	M			X							
DOIM Acct Manager Mtgs	1,4	O				X	X	X		X		
Detrick Web Page & Email	3,4	O	X	X	X	X	X	X	X	X	X	X
Environmental Management Meetings	2,4,5	W	X	X	X	X	X	X	X			
Hail & Farewell	3	Q	X		X	X	X	X				
IG Sensing Sessions	1-5	O	X		X	X						
Installation Prevention Team	2,3	B	X		X	X	X				X	
Liaison Visits	1-5	O	X			X	X	X				
MWR Council Meetings	3	M	X	X	X	X		X			X	
NCO Calls	2-4	O	X									
Newcomers Briefing	3	Q	X	X	X	X	X	X		X	X	
NIBC Committee & WGs	2,3,5	O					X	X		X		
Parent Advisory Council	3	Q	X		X	X					X	
Planning Charrettes		O	X			X	X	X		X		
PMO (Bike Patrol / Night Out)	2,3	O	X		X	X	X	X				
Process Action Teams	1-5	O	X	X		X		X				
Radio Station	1,3,5	O	X	X	X	X	X	X	X	X	X	X
Real Property Planning Board Working Group	1-5	M	X			X	X	X		X		
Retiree Council	3,5	M		X	X							
Safety & Advisory Council Committees	1-5	Q					X					
Town Hall Meetings	1-5	Q	X	X	X	X	X	X	X	X	X	X
Union Meetings	1,3	O				X						

O – Ongoing **W** – Weekly **B** – Biweekly **M** – Monthly **Q** – Quarterly **A** – Annually